

FEATURING BEST PRACTICES OF STATE AGENCIES AND INSTITUTIONS OF THE COMMONWEALTH OF VIRGINIA

Establish New Operating Structure Generalization of Support Staff

**Virginia Department of Health
implemented this best practice
in July 1999**

*Qualifying under the
Best Practices catalogue*

4 Execute the Organizational Mission
41 Assign office of primary responsibility
411 Establish the operating structure

Best Practice Summary (how it works, how you measure it)

Virginia Health Department District structure had clerical support staff assigned to various groups (Medical, Environmental, Dental and WIC). The district has over 2,000 square miles and services 10 counties with populations from 6,800 to 32,000. The District is restructuring so that all clerical staff are able to provide support for all of the groups, generally, specializing in one area for complex issues. Two new generalist clerk positions have been filled and cross training is currently underway. A comprehensive manual is being developed to standardize business practices so that staff can work at any local health department and immediately find forms, files, and other material needed to help customers. This assures a customer will be helped quickly, no matter what staff might be working on a particular day. Customer satisfaction, reduced wait time, and improved productivity measure this.

Impact on the Process Organizational Performance (OUTCOMES)

Improved customer service, reduced costs, reduction in two full time equivalent Office Services Assistant positions, and most importantly the process is customer focused. The new process is the first step in producing a self-directed team management process.

Best Practice Qualification

In a large rural district, customer service is compromised if the person greeting the customer cannot assist the customer, regardless of need. Using the Manual and general training, most issues are resolved quickly. By maintaining a specialist component in the job, an expert can be called to assist in complex issues. This was identified by their on-going process improvement review. The department is piloting a new pay band approach combining several current classes of employees (grades 4 to 7) into one pay band, classifications: Public Health Associate. This is similar, in concept, to the generalization of their support staff.

For Additional Information

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